

DIFFERENT KINDS OF LEADERSHIP

Keirseey

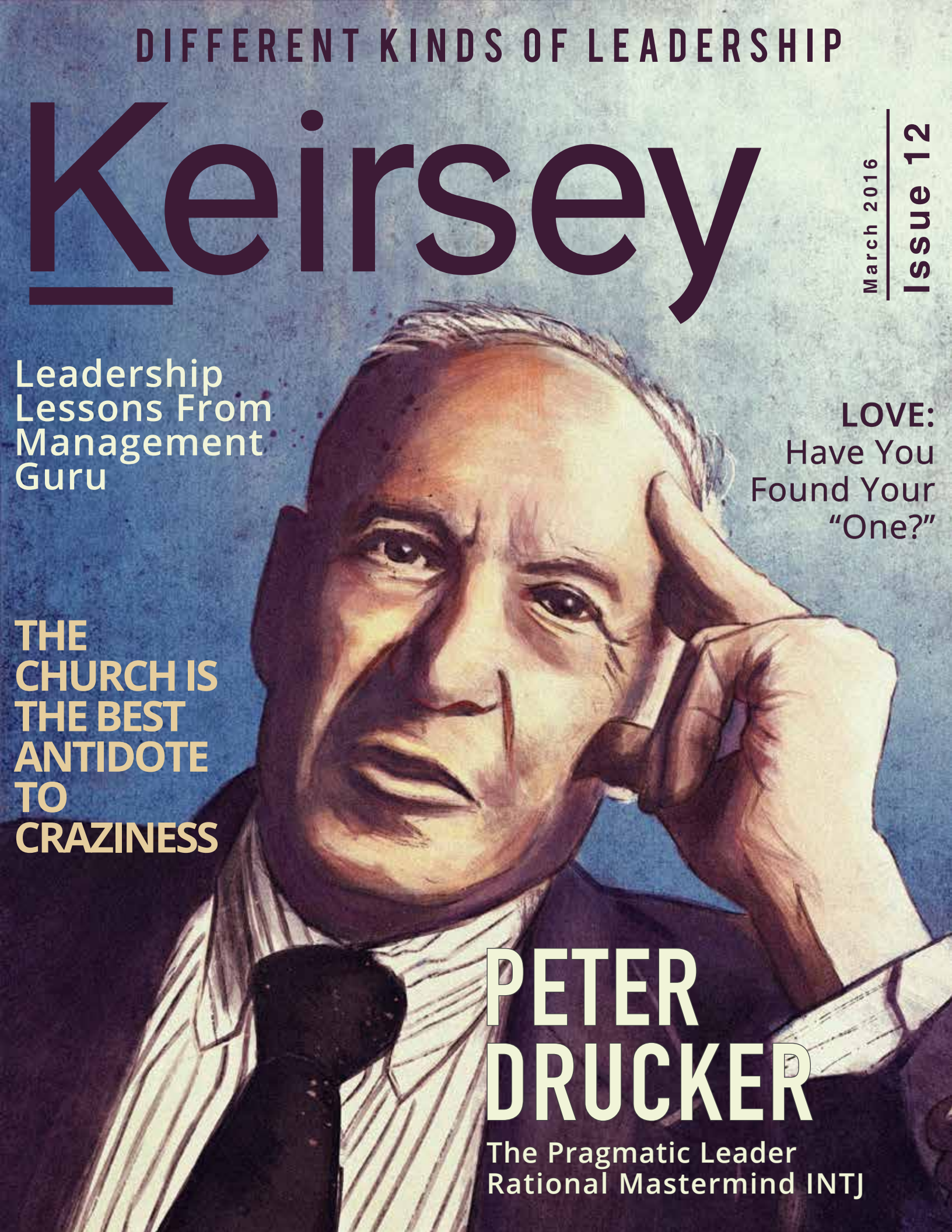
March 2016

Issue 12

Leadership
Lessons From
Management
Guru

LOVE:
Have You
Found Your
"One?"

THE
CHURCH IS
THE BEST
ANTIDOTE
TO
CRAZINESS



PETER
DRUCKER

The Pragmatic Leader
Rational Mastermind INTJ

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Letter from Keirsey

Dear Friend,

This month we feature the Rational Mastermind INTJ. We also call them the Pragmatic Leaders. Of all the 16 personality types, this type is one of the rarest of all. Yet, it is the profile that dominates when it comes to the top spots of business, government, military, and academic leadership. Dr. Keirsey often saw them as the Master Puppeteers who quietly orchestrate everything to work together for their objectives. They can be found on the leading edge of almost any sector, leading fiercely, with deliberate strategic intent.

Supremely confident, they are referred to as the movers of mountains, possessing the ability to do anything they set their minds to. They lead with their brains, making monumental decisions, without any fear, worry, doubt, or hesitation. They advise boldly without giving concern to how another might receive their opinions. Peter Drucker is a classic example of the Rational Mastermind. He was called upon by more Presidents and CEOs for advice than any other human being. He made his impact on the world by speaking his mind and codifying his brilliance in writing.

This month we also look at why the whole idea of "Finding the One," is senseless, and why your investment in developing yourself, by becoming the one-and-only-you, will reap far greater rewards in your love life. Finally, we conclude our discussion on craziness, by looking at how faith, spirituality, and religion can be the best antidote to insanity. Thanks for tuning in!

All the Best,



Lisa J. Choi
Creative Director



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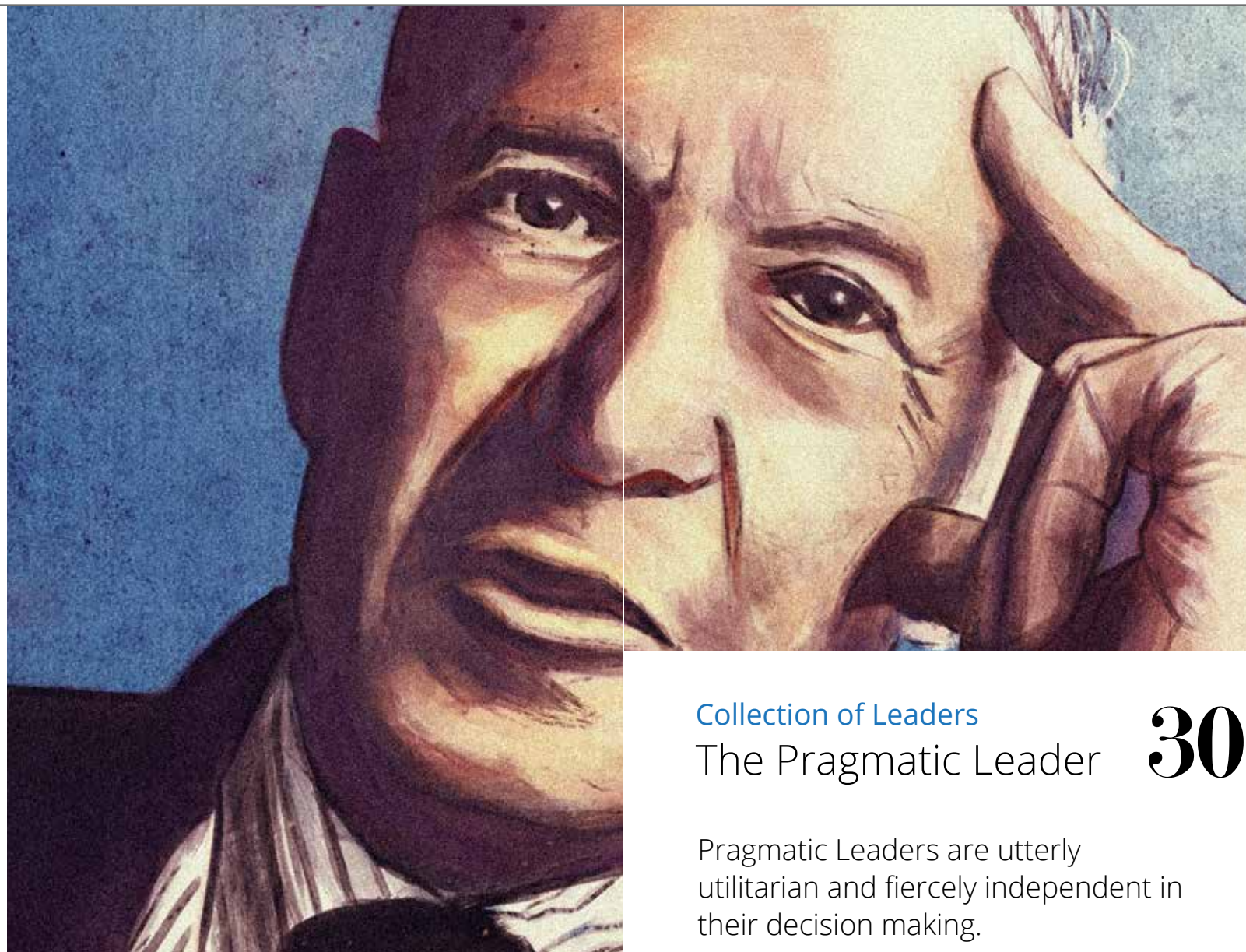
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Peter Drucker The Pragmatic Leader

Rational Mastermind INTJ

If you manage others, or have a manager overseeing you, chances are—whether you realize it or not—your tasks and responsibilities have been analyzed by Drucker.



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- Peter Drucker

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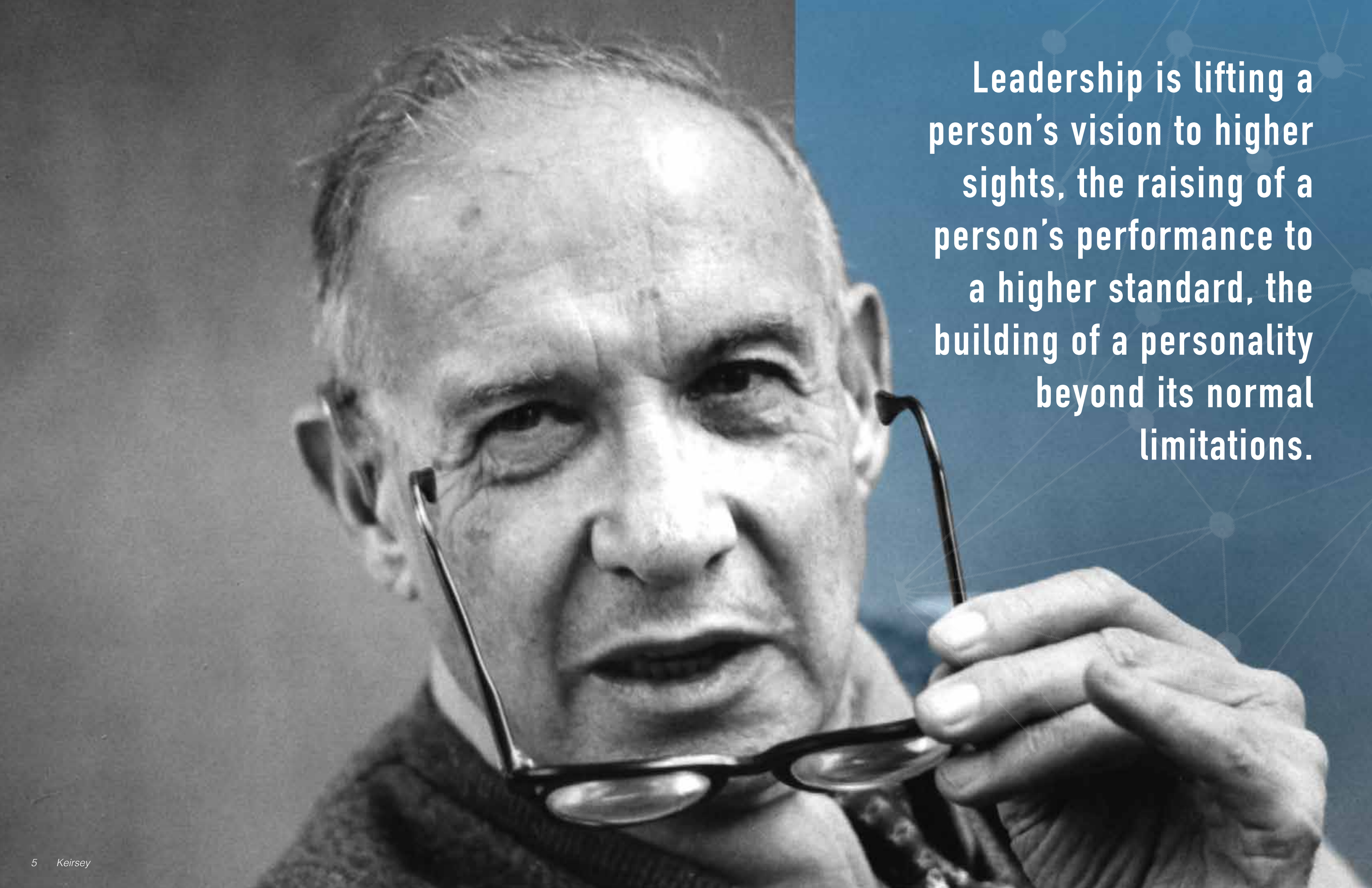
When it comes to developing strategic abilities, it is not about knowing more, it is about developing the habit of a disciplined, yet flexible approach to solving problems.

Artist Credits

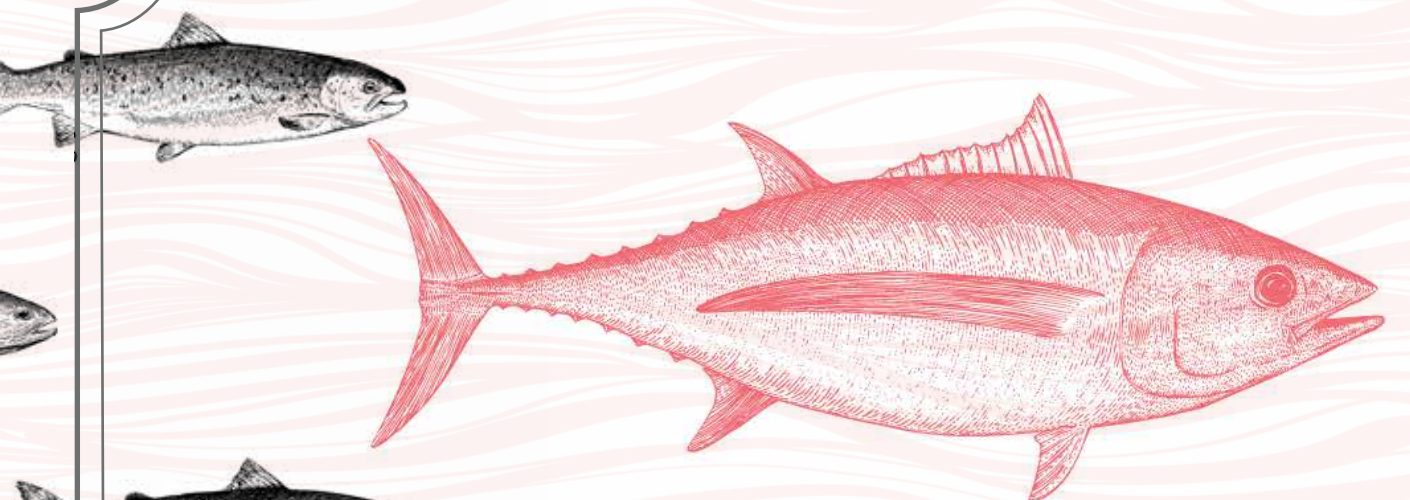
Ignacio RC

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Portraits of Peter Drucker

A black and white close-up portrait of a middle-aged man with short, light-colored hair. He is looking directly at the camera with a serious expression. He is holding a pair of dark-rimmed glasses in his right hand, with the frames resting near his chin. The background is a solid dark blue with a subtle geometric pattern of white dots and lines. The text is overlaid on the right side of the image.

**Leadership is lifting a
person's vision to higher
sights, the raising of a
person's performance to
a higher standard, the
building of a personality
beyond its normal
limitations.**



BECOMING *the One*

Do you have a list of qualities for an ideal mate? Some of us

have actual written ones, while for others, it's just a set of attributes we hope to one day find. During a dating seminar we conducted, we asked participants to create their list of all the wonderful things they are searching for in the guy or gal of their dreams. After collecting everyone's lists, we read many of them out loud for everyone to hear. Some were sweet, some were hilarious, while

some were utterly unrealistic. Some participants had a huge list of more than a couple dozen traits they were looking for. While others cut right to the chase. One person wrote, "My ideal mate looks like Brad Pitt, is compassionate like Jesus, is as brilliant as Einstein, is a leader like Obama, and is as funny as Jimmy Fallon." Another wrote, "I want someone hot, sexy, gorgeous, stunning, and beautiful!" Another stated, "I'm looking for someone that's sweet... like chocolate, gentle

like a dove, wise like Yoda, but looks like a runway model." Many expressed their determination to find the one, and declared how they would never settle until they found that special someone.

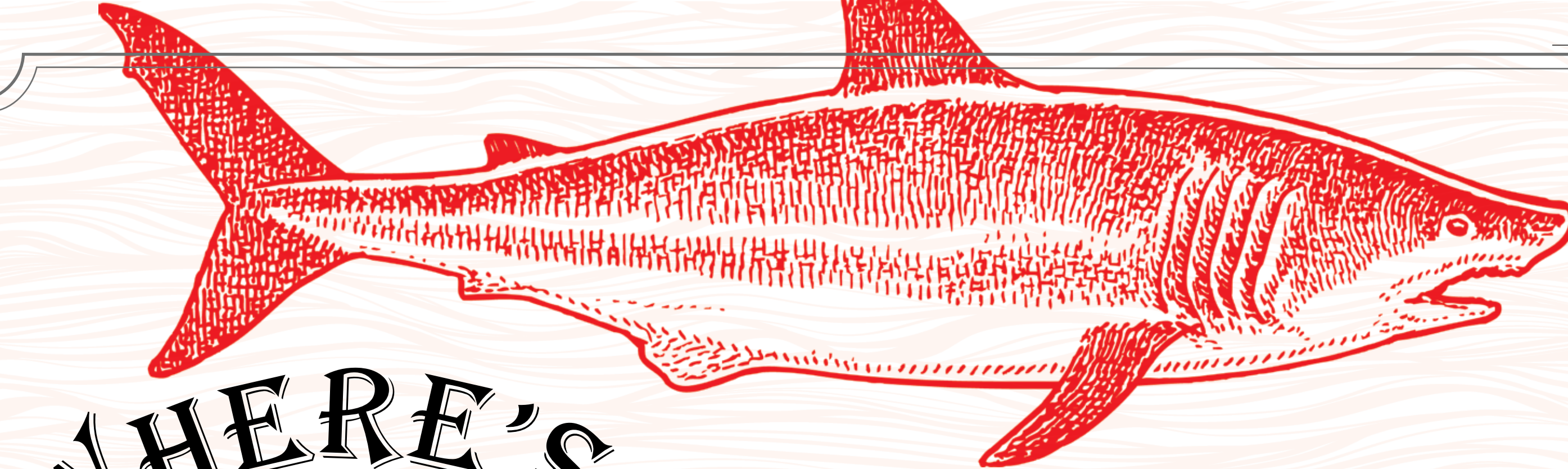
We posed the question, "If such a person does indeed exist, and you were to find that person described on your list, would that person's list describe someone like you?" Would you be the one that they've been dreaming about?" That's a sobering thought.

We believe that it is good to have an idea of what you're looking for. But, we'd say that it is far more important to focus on becoming the person you want to be, rather than finding the one you want to be with. The more important list is not about the qualities you're looking for, but it's the list of qualities you are seeking to develop. In other words, we'd suggest that you focus more on becoming the one, rather than finding the one. Not only will this make you more attractive, but it will provide you with a far better picture of what you really want rather than what the world says is most ideal.

It should be noted, however, that becoming the one isn't about aspiring to be the one for someone else. It isn't about developing all the attributes that you anticipate is on the list of the one you are pursuing. But, rather, it's about becoming the one, as in the one and only you.

When you can do this, you get to live your life, and become the you that you want to be, not the you that someone else desires. This is crucial because in becoming the real you, it will be much clearer of who you really want to be with. Here's the truth of the matter. Even if you become someone's ideal, and they become your ideal, two ideal people don't necessarily make an ideal couple. But, in becoming really you, and meeting someone who is also really themselves, there is the possibility of having a real relationship and becoming a real pair. In this article, we're going to look at what it really looks like to be really you.





WHERE'S *the Adventure?*

"Realize however that too much of anything can destroy you."

Artisans live boldly, with style. When they want something, they want it now. Life is meant to be a highly orgasmic, thrilling, risky adventure. Life is about the hunt, the chase, and the game. It's about finding playmates for fun and comrades to take on new challenges. Artisans get bored very quickly. It is hard to keep their attention. You can get them to turn their heads, but it is hard to keep them on course. Slow and steady is not the way of the Artisan. Their

ways are fast and furious. Life for them is about the next adventure. They're always seeking something new, where they live in the moment, for the moment, without worry, fear, or concern for tomorrow. They seek pleasure, thrive in chaos, and live unpredictably. They're always f#%<ing around, and never grow out of it. The latest, greatest, newest, and hottest, is what catches their eye. They're too busy playing to ever worry. They stay continuously intoxicated with

all that life has to offer. They don't contemplate, or suffer long.

If you're an Artisan, here are some non-negotiables for you... Never let the judgments of a self-righteous moralistic authority figure get to you. Your lust for life is the adrenaline that fuels you. Suck the marrow out of life. Take everything you can, whenever you can, and be generous with your bounty. Be crazy! No one who's ever made a huge impact was ever normal or conventional. Realize however, that too much of anything can

destroy you. Be ever aware of your physicality. Know what gives you pleasure and indulge. But, know what your kryptonite is, because an over-dose will kill you. Stay clear of those things that you know make you spiral downward. Find other healthier ways of getting your blood flowing. Take on a fire breathing challenge with big sharp teeth. Give everything you've got to slay that dragon. Be the warrior that you are. You have primal instincts. Use them to your advantage.

WHO am I?

“...fully embrace the good, bad, ugly, and lovely in your life. ”

These identity seeking, soulful dreamers, seek to live authentically, with meaning and purpose. At Keirsey, we often joke about how an Idealist's purpose in life is to find their purpose in life. It's an unending quest that gives meaning to them. Do you see the irony in this? When they do find their purpose, they no longer have a purpose, and therefore, no meaning is left for them. Life is a journey for Idealists, where reaching the destination is not what matters. Idealists want to journey with others, and desire to express their feelings, and empathize with

other's emotions. They yearn to find an authentic connection with someone where they can truly be naked, not merely physically, but to be transparent with their heart and soul. They yearn to find that kindred spirit with whom they can journey together with, to express kindness and compassion to one another. An Idealist becomes the one, as they listen to their own hearts. They become the one as they allow their authenticity to synergize with the universe.

If you're an Idealist, here's what we'd say to you....First and foremost,

becoming the best possible version of you matters a lot. Your type desires this far more than any of the other temperaments. And being with someone who can understand this, and engage you, in a heartfelt manner makes all the difference. **In becoming the real you, we would suggest that you cultivate a rich inner life. That you pay close attention to your feelings. That you fully embrace the good, bad, ugly, and lovely in your life. Feed and nurture your soul. Be loving to you. Cry freely, laugh hard, forgive yourself. Love all of you, rid yourself of**

anything that is eating away at you. Purify yourself from resentment, guilt, and shame. Embrace yourself. In doing all of this, an Idealist can become an amazing lover, and when you find the one, you'll have a whole lot of love to give.

HOW DO others see *me*?

Guardians live to be of service. They are honorable, live respectfully, and seek to be respected. They are calculating, taking precise steps to make sure that they are reliable, and doing what is right. They value others who follow the rules, (because they do) and they seek to be fair to everyone. They want to do things appropriately, and prefer to err on the safe side. They are dutiful, conservative, honor rituals and traditions. Guardians are the most productive of citizens. They take their responsibilities seriously. They make sure to pay their dues, and earn their way.

They are ladies and gentlemen, exercising discretion, prudence, and judgment. God, country, family, and work are priorities for them. Play and pleasure is to be earned. Vacations feel better when everything's been checked off on their to do list. Even on vacation they plan it all out to make sure they get the most out of it.

If you're a Guardian, we'd recommend the following: First, stop envying your spontaneous, wild, crazy, let loose, drop-all-responsibility kind of friends in your life. You may say, "I wish I could be more like that... to

not have any care in the world. And to just be spontaneous." The truth of the matter is, that you may say that you'd like to be that way, but it's not really the case. You feel good when you've taken care of your duties first. You feel good about being productive. You feel good about being the responsible one. Achieving, accomplishing, earning your way through life feels pretty damn amazing. And that's awesome! Planning your fun, putting together a schedule, making reservations, doing research on what to do

when you're on vacation... All these things ensure that you're going to have the experience you want. And you're going to get the best bang for your buck. This is not lame, it's not uncool, it doesn't take away from the adventure. It ensures a good time because it's all prepped in advance, and there's no anxiety. You can rest, and relax because you know that everything has already been taken care of.

"...Achieving, accomplishing, earning your way through life feels pretty damn amazing. . ."



WHAT *will I build?*

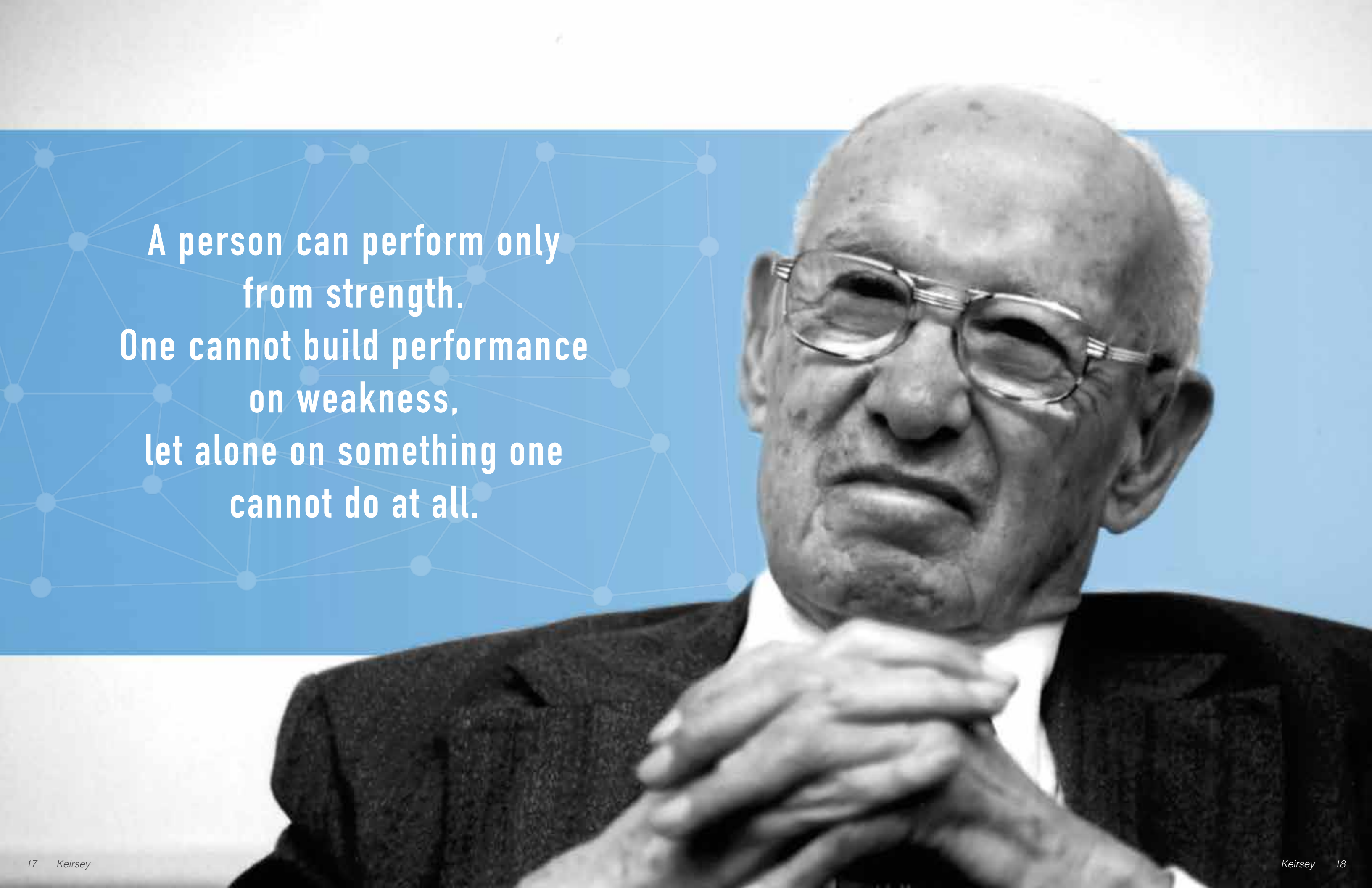
These innovative intellectuals don't believe in dreamy, wishful sentiments. They pursue life knowing that if they are going to get anywhere, they are going to have to make it happen. They seek to be creators of life, taking control of their destiny, and not subjecting themselves to let the wind determine their fate. They seek knowledge in order to advance, and to transcend the limitations of the present. Rationals are visionaries, seeking to be superior to what was yesterday. They see life as being evolutionary, where one must always be evolving. To be human means to set what their purpose

will be, and to achieve their aim. They want to move to a higher level, where the past is no more, and the future is always better. Rationals seek to be ingenious, and are driven to be self-defined, self-sufficient, self-disciplined, and self-directed. They value their autonomy. They are persistent in their pursuit of the cutting edge, seeking superiority in everything. They are conquerors of the world. **If you're a Rational, here's what we'd advise... Use your ingenuity to do something extraordinary. Build your reality, and create the future you envision. Never do anything just because someone**

says you should. Commit because it's what you want, and not what others suggest. Don't pick the safe and easy route, don't take the conventional path. Bet on yourself, invest in yourself. Think big picture, keep your eye on the future. Set your sights on what others may think is improbable. Never doubt your capabilities. When you get stuck, take a step back and figure it out. When you are lacking, learn

what you need to learn, get the help you need. Never give up. Your willpower and brainpower will lead to a breakthrough. Set your objective, do whatever it takes, stick to it no matter what, use that brilliant mind of yours, and success will be yours.

"Build your reality, and create the future you envision."



A person can perform only
from strength.
One cannot build performance
on weakness,
let alone on something one
cannot do at all.

PORTRAIT OF A PRAGMATIC LEADER

PETER DRUCKER

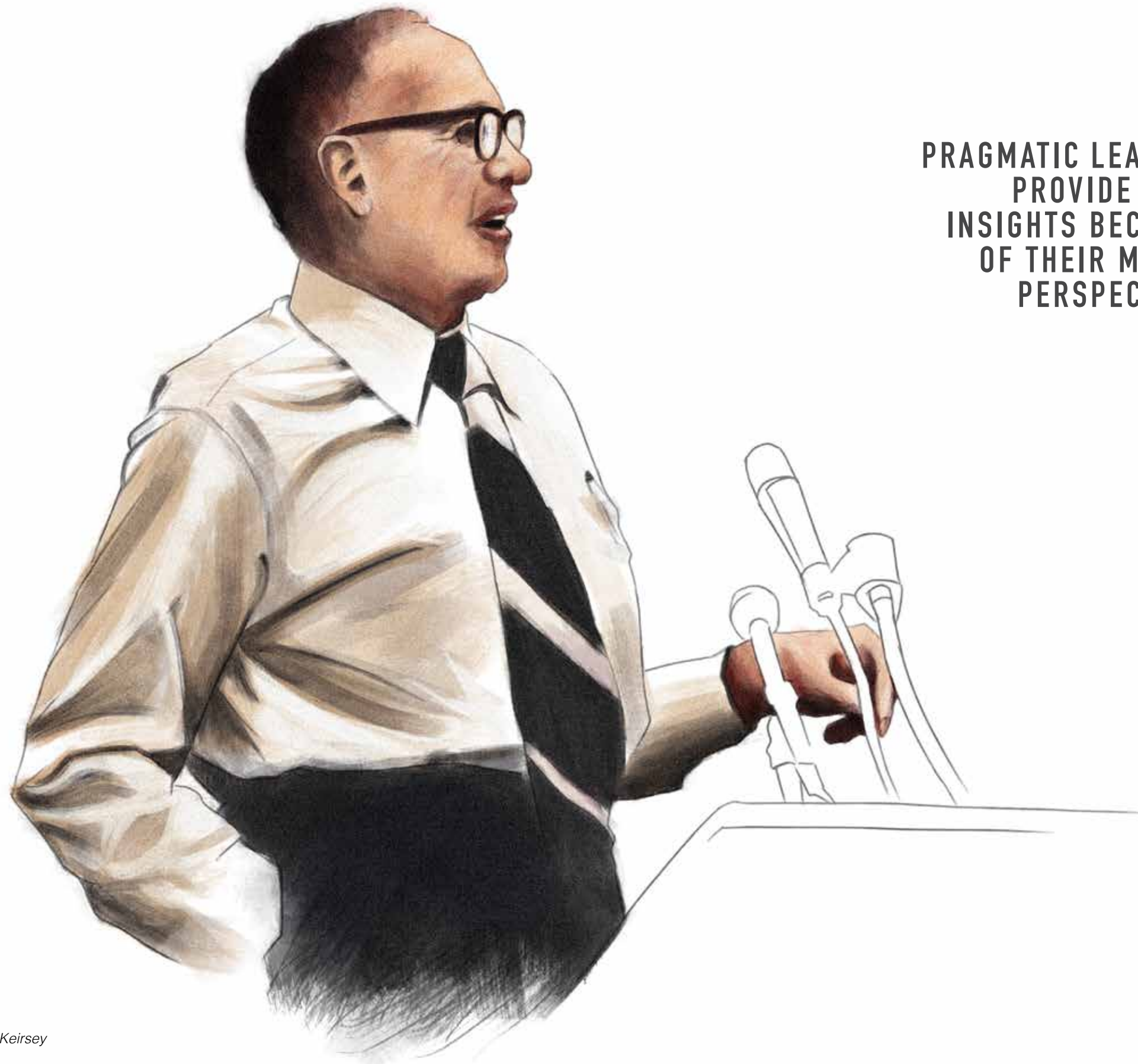
RATIONAL MASTERMIND INTJ

By Edward Kim and David Keirsey

If you manage others, or have a manager overseeing you, chances are—whether you realize it or not—your tasks and responsibilities have been analyzed by Drucker. If you're a bad manager, he's written about your bad habits. If you're a great manager, he's written about the great results you produce. If you want to manage anyone (including yourself) with effectiveness, give careful credence to Drucker's strategies—his wisdom will serve you well.

Peter Drucker is heralded as the Father of Modern Management. He is a fine representation of the Rational-Mastermind-INTJ. We also refer to this type as the Pragmatic Leader. They represent less than 2% of the general population, but they arguably are among an elite group who make the greatest impact in the world.





1

**PRAGMATIC LEADERS
PROVIDE KEEN
INSIGHTS BECAUSE
OF THEIR MACRO
PERSPECTIVE.**

Generally, when you encounter someone conducting research, you will find that they are researching in a particular field. Drucker's research on management was conducted before the field we now call Management ever existed. He was the first to systematically analyze, interpret, and codify insights on how to manage for results. Through his pioneering work, he provided a foundation for every author, professor, consultant, and student of the field. One management professor has said of him, "It is frustratingly difficult to cite a significant modern management concept that was not first articulated, if not invented, by Drucker, I say that with both awe and dismay." Drucker's seminal work, "The Practice of Management" (1954), dissected the American corporation like no other book had ever done before. When remarking on his reason for writing the book, he said, "I wrote 'The Practice of Management' because there was no book on management. I had been working for 10 years consulting and teaching, and there simply was nothing or very little. So I kind of sat down and wrote it, very conscious of the fact that I was laying the foundations of a discipline." From that point, the rest is history.

2

**PRAGMATIC LEADERS
ARTICULATE CONCEPTS
WHICH OTHERS
HAVE A HARD TIME
DESCRIBING.**

In our current day and age, one can walk into any major bookstore and find hundreds of books on management, leadership, and business strategy. Thousands of studies have been published on the great institutions of the 20th and 21st century, outlining best practice principles and methods for effectiveness. What makes Peter F. Drucker extraordinary is that if you were to pick up one of his books today, you would find strategies which are insightful, practical, actionable, and extremely relevant for our times. But, what sets Drucker apart as a “one-of-a-kind” is the fact that he wrote his ideas during a time when no one else was writing on the subjects he addressed. Fortune Magazine has said of him, “Drucker’s ideas continue to display a force and resonance that leave him pretty much in a class by himself.”



3

**PRAGMATIC LEADERS
ARE ABLE TO
ACCURATELY PREDICT
FUTURE OUTCOMES
BASED ON PRESENT
KEEN OBSERVATIONS.**

Over a span of more than seven decades, Drucker provided strategies to the “Kings” of the world’s greatest organizations. He realized that the role of the King is an enormous, daunting responsibility—he knew the role so well, yet he never took on the role for himself. Instead, he quietly observed as an active bystander, searching for principles, methods, and strategies for effectiveness. And because of his attentive journey, we are left with his intellectual handprints on the fabric of our society. How do you measure the impact of a man whose ideas are embedded in the very ways that corporations worldwide are organized? At the most basic level, Drucker’s impact extends to anyone of us who has ever worked for an organization. Through his keen observations, Drucker was able to predict what the workplace would look like before it ever existed in its present form.

4

**PRAGMATIC LEADERS
CLARIFY THEIR STRATEGIES
FOR OTHERS THROUGH
THEIR WRITINGS AND
TEACHINGS.**



During his lifetime, Peter Drucker wrote 39 books. He wrote more articles for the prestigious Harvard Business Review than anyone in the history of its publication. His ideas have been featured in the Wall Street Journal more times than any other columnist. Business Week referred to Drucker as, “Our most enduring commentator on the practice of management and the economic institutions of society.” He earned 25 honorary doctorates from American, Belgium, Czech, English, Spanish, and Swiss Universities. He was inducted into practically all of the esteemed “halls of fame” (including the U.S. Business Hall of Fame, the Outsourcing Hall of Fame, the Management Hall of Fame, the Coaching Hall of Fame, and the Mentor Hall of Fame—to name only a few). In 2002, Drucker was awarded the Presidential Medal of Freedom by U.S. President George W. Bush.

5

**PRAGMATIC
LEADERS ARE
MASTERFUL
AT ADVISING
ORGANIZATIONAL
LEADERS.**

There is a saying that goes, “In the land of the blind, the one eyed man is king.” Perhaps the untold part of the story is that in the King’s Counsel room, there resides the King’s Chief Strategist who can see with two eyes. During his lifetime, no other human being has been called upon more often for advice, by Presidents and CEOs of the most successful organizations than Peter Drucker. It would not be an exaggeration to say that no other thought leader has single handedly contributed more to the study of organizational management than Drucker. He is considered to be, “the world’s most widely read and influential thinker on business and management.” And he is unequivocally heralded as the “father of modern management.” Jack Welch, the legendary Chairman of General Electric stated, “The world knows he was the greatest management thinker of the last century.”



THE PRAGMATIC LEADER

PETER

DRUCKER

RATIONAL MASTERMIND INTJ



I. DISCOVERY BUSINESS AND SOCIETY

- A. Introduction to Discourse
- B. Self-Learning by Analysis
- C. Apprentice: Situational Learning
- D. Journalist
- E. J. Schumpeter:
Innovation / Entrepreneurship
- F. Ph.D. International Law

II. REFRAME THE WORLD "THE BEHAVIOR OF PEOPLE"

- A. London
- B. Finance
- C. Keynes
- D. United States
- E. Consulting
- F. 1st Book
- G. GM Study

III. CODIFICATION OF IDEAS PUTTING IT IN WRITING

- A. Concept of the Corporation
- B. Management "Guru"
- C. The Practice of Management
- D. The Effective Executive
- E. Fortune 100 Consulting
- F. Teaching
- G. Writing 39 Books

IV. THE DRUCKER LEGACY A NEW DISCIPLINE

- A. "Father" of Modern Management
- B. The Drucker Institute
- C. Drucker Foundation
- D. Leader to Leader Institute

1909

1933

1945

1960



"The one man to distrust, however, is the man who never makes a mistake, never commits a blunder, never fails in what he tries to do. He is either a phony, or he stays with the safe, the tried, and the trivial."



Your first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you.

THE PRAGMATIC LEADER COLLECTION OF LEADERS RATIONAL MASTERMIND INTJ



**DWIGHT D.
EISENHOWER**
1890 - 1969



**PETER
DRUCKER**
1909 - 2005



**LEE
KWAN YEW**
1923 - 2015



**ALAN
GREENSPAN**
1926 - PRESENT



**BILL
GATES**
1955 - PRESENT



**SUSAN B.
ANTHONY**
1820 - 1906



**LISA
MEITNER**
1878 - 1968



**AYN
RAND**
1905 - 1982



**HILARY
CLINTON**
1947 - PRESENT



**AYAAN
HIRSI ALI**
1969 - PRESENT

THE CHURCH IS THE BEST ANTIDOTE TO CRAZINESS

crazy

Syllabification: cra-zy
adjective (crazier, craziest)

**Who is best equipped
to deal with the
mentally insane?**

In our last issue of the Keirsey Magazine, there was an article entitled “Dating Different Kinds of Crazy,” where we looked at the question, “Why do people go insane, crazy, sick, mad, or bonkers? And does it manifest differently based on one’s temperament?” In other words, what causes someone to go crazy, and do we go crazy in different ways? In summary, we explained how feelings of worthlessness are at the root of what causes insanity, and that depending

on one’s temperaments, one goes crazy in different ways. (If you need a refresher on what we wrote about, take a look on the next page, on the side note: “Why and How Different Temperaments Go Crazy.”)

An interesting statement Dr. Keirsey made in relation to this was about who is best equipped to deal with the mentally insane. He said, “It’s definitely not the medics who have the answers for mental illness.” He stated that the approach of many medics was to diagnose a patient with some kind of mental disorder and then prescribe a drug that pharmaceutical companies have manufactured to address symptomatic behaviors (and not root causes.) He claimed that psychotropic drugs may mask some symptoms, but that they are not able to address the underlying feelings of worthlessness which caused the behaviors of insanity in the first place.

Dr. Keirsey referred to himself as a mythologist, and identified as being agnostic, and yet he expressed emphatically, “I believe that the insane are best dealt with by the church. It’s not the medics, it’s the clergy that can best help the insane.”

Why is this the case? He stated simply, “It’s because the church provides instant worth to those who feel worthless.” His reasoning was that because feelings of worthlessness are the root of all madness, the church has a transformative effect for the insane by declaring that an individual has worth.

The idea that we have worth to an infinite God, who is supremely worthy, is a powerful concept to someone who feels worthless. When someone enters a faith community feeling worthless, worrying about if they will be rejected, and yet, are embraced instead of being shunned, it can feel so amazing. The greatest fear of someone who feels worthless, is to be abandoned. So being embraced ends up obliterating any feelings of abandonment. The ideas of hope, redemption, and love serve as the utmost surprise for someone who was written off as being unworthy.

The message of the church is readily received, because love is communicated through words and deeds; and this makes all the difference in the world. As someone who was irreligious, Dr. Keirsey was not partial to any specific religion as the answer,

but he believed that as long as that religion, faith community, or spiritual group provided a clear message of love, and a pathway to redemption, that this would adequately address insanity. It did not matter whether it was Christianity, Judaism, Islam, Hinduism, Buddhism, or any other belief system. For example, the idea that a loving God would send his one and only Son to die for undeserving human beings, was evidence that people were *worth it* to make such a sacrifice (Christianity). Or the idea that worthless, sinful human beings could find redemption by various rituals, sacrifices, or prayers, to regain their worth, could also work (Judaism). The idea that one could observe commandments and offer devotion to be deemed worthy was also a way that could help someone regain their sense of worth (Islam). The idea that one could earn a higher status in a next life by doing good deeds, was also a way that could elevate ones worthlessness to a place of worth (Hinduism). The idea that one could attain liberation from the cyclical patterns of bondage

by one's deeds was also a viable way to address the root causes of worthlessness (Buddhism). The bottom line was that religion was able to offer a message that one was loved, and that there was a roadway to regain one's worth.

Whether relegated through the sacred texts of a religion, or facilitated by the members of a faith community, the fact that there is a way to be deemed as no longer worthless, provides the ultimate answer. To someone who feels worthless, the fact that there is a road to redemption breaks the shackles of madness. Most religious traditions teach that mere mortals can talk to the divine, and the thought that we are worthy to be heard, understood, and embraced by a deity brings great hope. Dr. Keirsey said, "What the clergy offers is an answer that's transformational for someone who feels worthless." In this article, we will take a brief look at how faith, spirituality, and religion specifically can help Artisans, Guardians, Idealists, and Rationals.

A LOOK BACK FROM OUR JANUARY 2016 ISSUE:

WHY & HOW DIFFERENT TEMPERAMENTS GO CRAZY

Excerpted from the article, "Dating Different Kinds of Crazy."

At Keirsey, one of the areas we have been researching for several decades is madness. Dr. Keirsey often posed the question, "Why do people go insane, crazy, sick, mad, or bonkers? And does it manifest differently based on one's temperament?" In other words, what causes someone to go crazy, and do we go crazy in different ways? In this article, we're going to address these two questions.

So, the first question is, "Why do people go crazy?" In short, we believe that people go crazy when they feel worthless. Our research indicates that when an individual feels worthless, every attempt is made by that individual to cover up their worthlessness. Why the cover up? When you think about what happens to worthless things, it makes sense to ensure that we are never found out to be worthless. After all, when something is worthless to us, what do we do with it? We abandon it. It gets thrown out. We desert

those things which have no value to us. Anything that is worthless gets tossed or set aside. The thought of personally being abandoned, thrown out, deserted, tossed, or set aside is something any of us would want to avoid at all costs.

So, what are the options? Well, if we can cover up our worthlessness, then we protect ourselves from being abandoned. When you're at your lowest, the easiest solution is to cause a distraction, which diverts attention away from our worthlessness. Instead of remaining worthless, we would rather be insane, crazy, sick, mad, or bonkers—because a person in this state is paid attention to, whereas a worthless person is abandoned. A person who is crazy gets cared for, while a person who is worthless is discarded. The truth is, we all have our crazy moments. And based on which of the four temperaments we are talking about, we go crazy in different ways.

ARTIST

impulsive

Syllabification: im-pul-sive

**Definition of impulsive in English:
adjective**

Acting or done without forethought

When an Artisan feels worthless, they need a bold and radical encounter of love. They need to experience the supernatural in a way that is powerful, wild, crazy, and unbelievable. They operate by adventure and awakenings, and this only occurs when an experience is outside the norm. They want something extraordinary. When Artisans are spiraling down in their self-worth, they look for whatever stimulates. They dive head first into their impulses. Specifically, they look for physical pleasure. Their stand out nature turns into an acting out. Sex, drugs, and rock ‘n’ roll becomes their immediate go-to-place. To see, hear, taste, touch, and smell something amazing matters. They’re looking for a rush. A church is often the last place they’d want to step foot into, but if they did, a place that would connect provides an experience where their senses are engaged. Art, music, dance, fragrances, and ambiance all make a difference. A charismatic leader with strength, who challenges, engages, and calls a person to immediate action goes a long way. You reach Artisans by engaging them physically, by asking them to use their hands for good, and to walk in a new direction with their feet.

GUARDIAN

depression

Syllabification: de-pressed

Definition of depressed in English:
adjective

**(Of a person) in a state of
general unhappiness or despondency**

When a Guardian feels worthless, they need a reset button pressed, and a clear program to regain their respectability. Their method of madness is depression. They shut down because they feel overwhelmed by the insurmountable number of responsibilities they have failed to address. When they can't be reliable, of service, and respectable, they spiral down into shame, feeling that they are good for nothing. These individuals seek approval, and need to be offered a fresh start. They also need a way to earn their way back to redemption. They need to be forgiven, and then guided toward taking responsibility for their second chance. Guardians have the hardest time handling shame. It ruins them, but when they can do something to regain their honor, they start to feel better about themselves. Confession, penance, punishment, and restitution all work in their economy of blame and credit. Where they were once at fault in their old life, they can build their way back out of the hole that they've fallen into. When they've been found as guilty, they feel better after they've been punished, fined, or done their time. It is as though justice has been served and they can start all over again.

IDEALIST

hysterical

Syllabification: hys-ter-i-cal

Definition of hysterical in English:
adjective

**Deriving from or affected by
uncontrolled extreme emotion**

When an Idealist feels worthless, they need tenderness. They need someone to come alongside and show empathy. They need support, they need someone to whom they can confess their fears, worries, and doubts. They want to connect heart-to-heart, soul-to-soul, to cry with someone, to be embraced, to be loved with gentleness. They want to be able to authentically express themselves. They need someone who will share their pain, so that they don't feel alone in their journey. The way to reach an Idealist is through their emotions. When a leader, counselor, or friend bears their soul, an Idealist feels like they can get through it because they feel like they're not the only crazy one. Their method of madness is to breakdown into hysteria. The reason for this is because their world is all interconnected. When something falls apart, their whole world feels like it's crashing. It usually comes out in panic, and bursts of emotion, especially sadness. When they are in shambles with their self-esteem, they experience feelings of intense emotional pain. The best way to reach them is to provide a shoulder to cry on, a warm embrace, and an authentic connection. Touching the heart is where it's all at.

RATIONAL

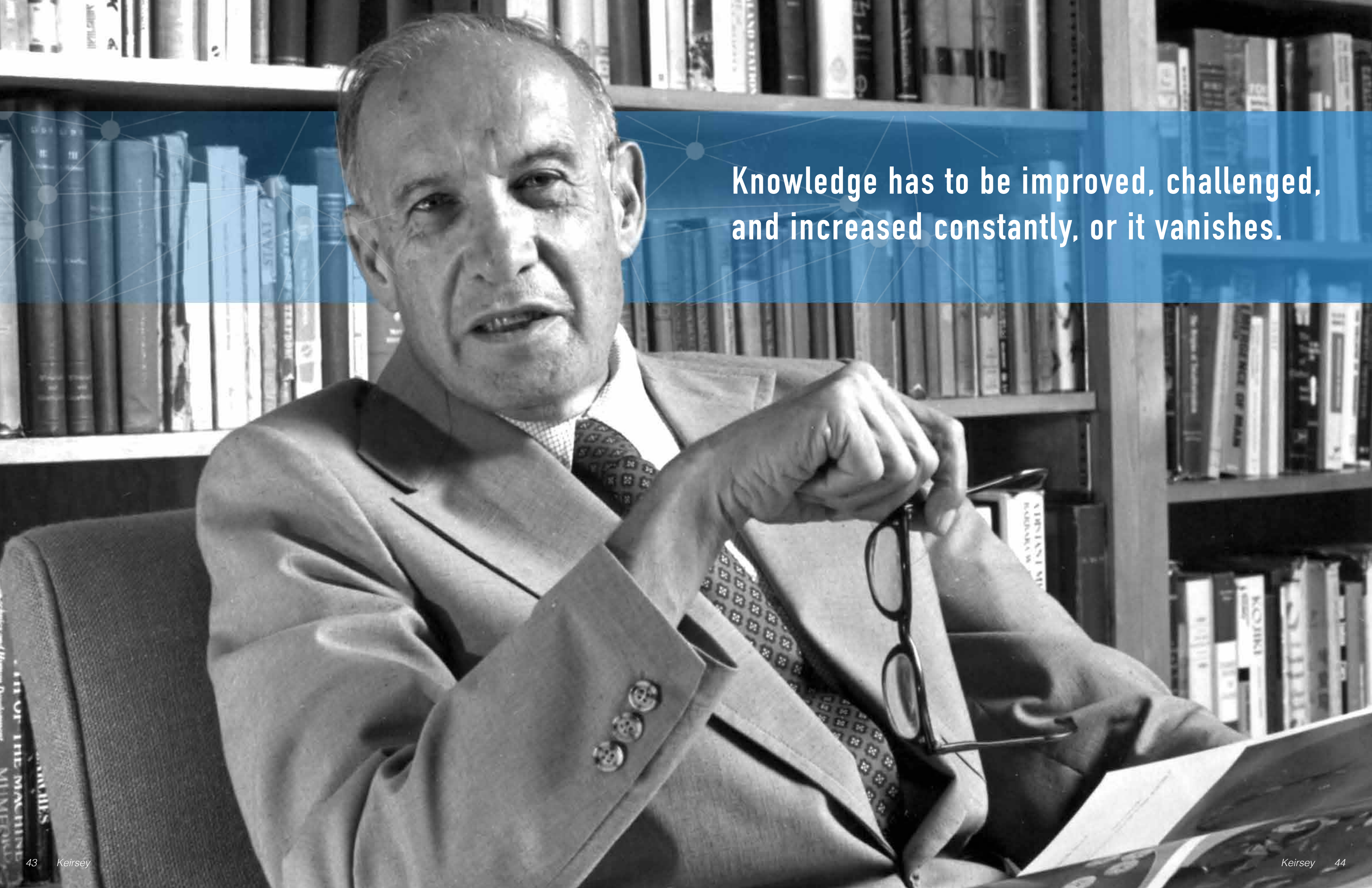
obsession

Syllabification: ob-ses-sion

Definition of obsession in English:
noun

**Preoccupy or fill the mind of
(someone/something) continually,
intrusively, and to a troubling
extent**

When a Rational feels worthless, they need a solution to their problem. They need to hear something relevant to their lives. Their method of madness is to become obsessive. So if there's a message that relates to their obsession, they're ready to listen. If they're being asked to give any of their time or attention to anything outside of this, they will get annoyed, or shut you out. They want insight, perspective, and knowledge. They spiral downward when they've been dumbfounded or blind sighted by something that they never anticipated, and so they fall into that place where they have to figure out what went wrong. As long as they can't figure it out, their issue remains at the forefront of their mind, as they fixate on nothing else. These self-sufficient, self-defined, self-directed pragmatists are the least likely to be religious, or to subscribe to a belief in any kind of higher power. But, if they are reached, it's going to happen because their minds are stimulated. If the message of the church makes sense, and can explain their life in a way that is superior to their viewpoint, they are very open minded about changing their views.



Knowledge has to be improved, challenged,
and increased constantly, or it vanishes.

pragmatic

adjective | prag·mat·ic | \prag-ma-tik\

: dealing with the problems that exist in a specific situation in a reasonable and logical way instead of depending on ideas and theories

The Anatomy of a Pragmatic Leader



Pragmatic Leaders seek to understand the big picture.

Pragmatic Leaders operate at their best when they can take a step back and observe quietly as a bystander. Attentively looking from the outside with ruthless objectivity, these leaders do not allow their personal feelings or biases to interfere with their analysis. This ability to analyze in this seemingly cold and calculated way allows these leaders to be bold advisors and fearless leaders. Their confidence stems from the fact that they have given considerable thought to cover all their bases. Gaining an understanding on why things are the way they are, and how things work together allows the Pragmatic Leader to use their immediate surroundings as a laboratory to extract principles and methods. When Pragmatic Leaders make deliberate efforts to understand the configuration of the world they see readily in front of them, they become extremely adept at interpreting why the world functions the way it does.

Pragmatic Leaders always have a plan A, B, C, and D in mind.

In every enterprise, strategy is not merely important, it is imperative for reaching intended outcomes. Having a strategy of course does not guarantee success, but without one, failure is likely, if not inevitable. In most cases, any success without a strategy is merely “dumb luck,” and therefore, not something that ought to be celebrated, for such luck cannot be reproduced. When it comes to developing strategic abilities, it is not about knowing more, it is about developing the habit of a disciplined, yet flexible approach to solving problems of all shapes and sizes which often do not have any special rhyme or reason. Pragmatic Leaders who develop the ability to discern what occurs across many systems naturally learn that principles in one arena can be adopted and applied in other arenas. Pragmatic Leaders connect seemingly unrelated arenas to take what they need. They extract principles, so that they can utilize them for various options in the future.

Pragmatic Leaders find it easy to approach new problems by utilizing their strategic capabilities.

A Pragmatic Leader pays their dues by observing, analyzing, and solving a vast array of problems. The more problems they encounter, exegete, and solve, the more strategic they become. The more varied the problems—in size, scope, shape, and complexity—the better able they are to approach the next problem. You can throw anything at a seasoned problem solver, and they find a solution no matter what it takes, unless they determine that the problem is not worthwhile, and that eliminating the problem is the best alternative. What the Pragmatic Leader learns to do is simply reframe an issue to apply the frameworks they have developed from past problems solved. These leaders can walk into unfamiliar territory, and figure out the context to apply their principles and methods. For what they hold sacred is not their knowledge of the context, but rather, it is their ability to analyze something and apply relevant strategies.

Pragmatic Leaders take on new challenges as though they've done it a thousand times already.

Pragmatic Leaders know what they do well, and they are keenly aware of how they size up against others in their field. They are highly adaptive because they know what to bring to the table, and how they are going to specifically add value. Pragmatic Leaders are strategists—they are master planners. They see issues systemically. These leaders can move easily and fluidly from one arena to another, for what they see each time is what they have become used to seeing over and over again—that is, a system. They cannot not see situations systemically, and so all through life, they become familiar with seeing the world through this common lens. Over time, Pragmatic Leaders end up seeing thousands of systems, and so are able to find solutions for root causes rather than symptoms. This is what allows these leaders to enter into any situation and find a way to succeed.

Pragmatic Leaders aim for superiority in every undertaking.

Pragmatic Leaders have a commitment to absolute excellence—“to be the best of the best.” They stay ruthlessly disciplined and expect those they lead to conduct themselves in the same manner. They are always aware of their competitors, and remain utterly utilitarian, doing whatever it takes to win. They figure out every loophole and alternative angle within the system—even if they have to bend or change the rules of the game. Being at the forefront of innovation is an imperative for these leaders—albeit, they are not innovative for the sake of creative expression as an end in itself. Rather, these fierce contenders stay on the leading edge in order to win. They outsmart, out plan, and out maneuver anybody else that vies for supremacy in the same space. These unrelenting leaders figure out ways to systematically demolish their opponents—annihilating any possible threats to their enterprise.



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